

DEFENDANT'S	United States District Court Northern District of California	
	Case No.	4:20-cv-05640-YGR
	Case Title	<i>Epic Games, Inc. v. Apple, Inc.</i>
	Exhibit No.	DX-4303
	Date Entered	
	Susan Y. Soong, Clerk By: _____, Deputy Clerk	

GAMES FUTURES

Google Play • October 2020 • Google Confidential

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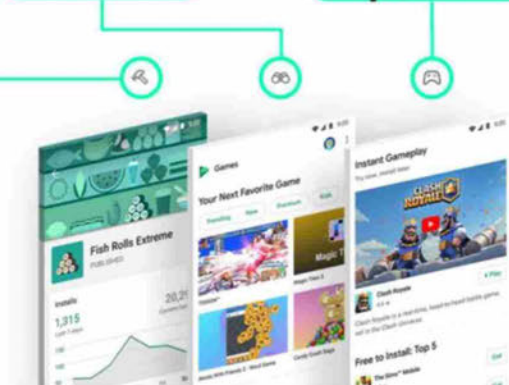
Google Confidential Need-to-Know

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Context

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Deliver the best platform to
build **discover** and **experience** games



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Platform expansion and commoditization

Multiplatform

Game access and retailing across screens

Game publishers eager to sell their games to the widest audiences: blurring device distinction. Fortnite, Hearthstone, Roblox were just the beginning.

Platforms competing to expand their reach. Apple's ARM move and xCloud are prime examples. (and Xbox S won't have any exclusives).

Price+value bundling

Price competition increases as multi-platform games expand.

Codes and discounts (Garena, Amazon), deals on in-game goods (Epic, Xbox), and off-platform discounts (Webtops / Super apps) all use price to incent platform switching.

Cross-platform subscriptions (Xbox Game Pass, Prime Gaming) bundle value across catalog of popular games to retain HVUs.

Meta-social

Beyond gameplay: social experiences like esports and community events

Rise of mobile and casual esports: [PUBGM #1 globally](#); [Fall Guys](#); [Among US](#)

Mass Community Events : [Pokemon GO Fest](#); Discord; [Twitch community covid relief](#); Fortnite concerts

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“Lock in” and “lock out” factors

Barriers to entry

*Our platform could see
fewer independent games,
less innovation*

Cost of game development is
increasing, AOV for games dropping.

Technical innovation increases
challenges for new entrants.

Intermediaries

*Our catalog and relevance
can become less attractive*

3P Full-stack services emerging to
accelerate game making e2e. (Tencent
Cloud, MSFT Game Stack)

Integrated tool sets (game engines like
Unity, Unreal)

De-risking

*Our “reach” value
proposition could be
undermined*

Portfolio Accumulation offers
guarantees to studios, but can limit
catalog access.

Exclusives / Minimum Guarantees from
platforms to drive user acquisition.

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Vision

Brought to you by "partially funded" and "i have a dream"
productions

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Experience the world's largest game platform



spend



revenue

Play on any screen

Publish with Google to get access to 3 billion users across mobile devices, desktops and smart displays. "Designed for" the platform with reqs-policies.

Connect to the world's game happenings

Connect with friends, influencers and key events. Event platform for the world's game happenings for a +500M active users and YouTube viewers.

Bundled value: Subs, Discounts, & Deals

Catalog in-game assets to build content driven subscription, drive discounts & loyalty, and foster super-premium games. Grow relationship with XXXM buyers.

Full-spectrum developer services

Create the equivalent of LCS/GCS for games, with lifecycle game services from crowdfunding, to growth, operations and support.

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Google's Game Platform

**Win the hearts and minds of 3 billion players
through incredible game experiences...**

**with high quality games from developers of all
kinds.**

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Games are "designed" for Google's ecosystem to get the greatest reach

Publish to a harmonized experience across

1. **platforms** (Android, Windows, Mac)
2. **devices** (phones, desktops, smart displays, TVs with game controller support) and
3. **game experiences** (in-game presence, event platform, cross-screen discovery, cross-catalog content bundles).

Publishing to the world's largest game network strongly demonstrates our value.

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Google offers full-spectrum developer services for game making

- equivalent of LCS/GCS for game making and growth
- cloud powered services for game delivery and operations.

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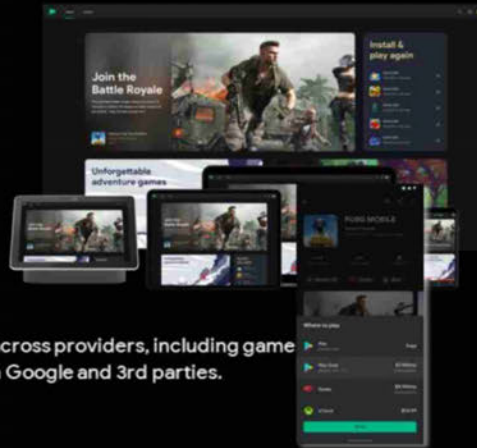
Play on any screen

The largest consumer-facing game platform worldwide, across screens.

Designed for Google's game ecosystem: quality-gated games on all screens, offering Android (mobile/emulated), Windows native and Mac w/ Play services.

Game Platform: universal library, in-game overlay, x-screen sign-in, instant downloads, multi-screen UAC tool chain

Organize the world's games: aggregate games across providers, including game streaming, so you can always find games through Google and 3rd parties.



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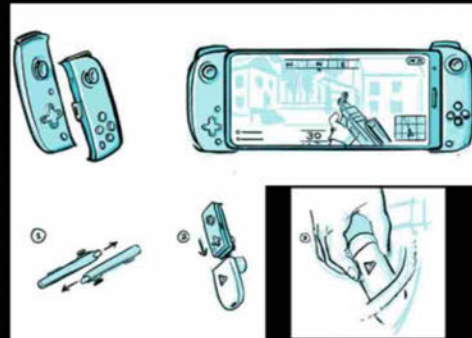
Play on any screen

Unify mobile, desktop, TV and smart display experience.

Every device is a console: low-BOM, ear-buds style BT controller.

Cross-screen input: unlock smart displays and TVs with universal controller support.

Performance stack: intelligently stream assets for instant play and adapt game to device capabilities.



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Experience game happenings

We distribute experiences, not just software.
Ecosystem wide presence and events
platform for beyond-gameplay experiences

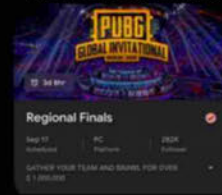
Event/Tournament system: invent bottom of the pyramid for esports. Satellite tournament system (sdk) enables frequent creator/player events to win access to largest tournaments (even if we don't have the game)

Ecosystem-wide event presence: access "Play" ecosystem from any game through live presence of friends, influencers and events. Jump-in instantly. Social proofs across Google surfaces.



Unlock YouTube watchtime->play->reward CUJs

Satellite tournament system for games



Sizzle video: Accessing Play from any game



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Bundled value

Be in the business of in-game content;
bundle value across the platform.

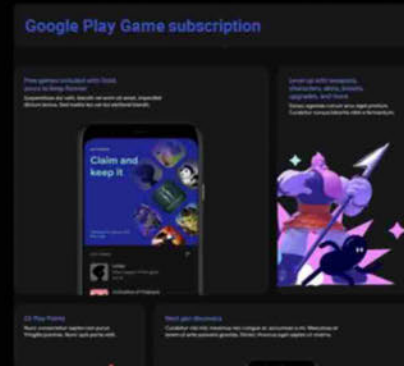
Start with a content driven game subscription:
useful across the catalog and screens.

Unlockables: Unique loot across the most popular
games.

Access: 100s HQ quality games, no ads.

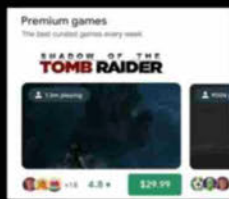
Discounts and points: exclusive discounts on
premium and IAPs, 2x member points

Tie-ins: YouTube status, game controller SKU



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Bundled value



F2P promotions at scale

In-game content understanding: Catalog SKUs, list and regional prices, targeting with affiliate program incentives. Competitive price detection and terms.

Surface: promote across surfaces, pricing, life cycle targeting. Upsell across Play/YouTube/Search.

Super-premium made possible

Price & quality: price floor and quality requirements (controller, cross-screen, "HD price"); anchor price for showing subscription value.

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Full service provider for game making

Client services to foster successful game developers.

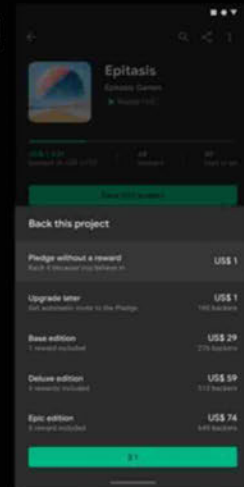
Crowdfunding: find new, winning content among torso and upstart developers. Leans into our history of hoisting up any developer.

Professional Services: Design, growth consulting, 1st-tier customer support, developer devtech support

Platform Services: game content and hosted delivery, monetization optimization services, game development tools to easily adapt games for cross-screen gameplay.



Unlock GCP workloads serving platform services (x-plat).



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Multiplatform is an accelerator

Play on any screen

Connect to the world's game happenings

Distribute game experiences, not just software. Event platform for the world's game happenings for a +500M active users and YouTube viewers.

Bundled value: Subs, Discounts, & Deals

Grow relationship with XXXM buyers. Catalog in-game assets to build content driven subscription, drive discounts & loyalty program, and foster super-premium games.

Full-spectrum developer services

Create the equivalent of LCS/GCS for games, with lifecycle game services from crowdfunding, to growth, operations and support.

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Current multiplatform efforts

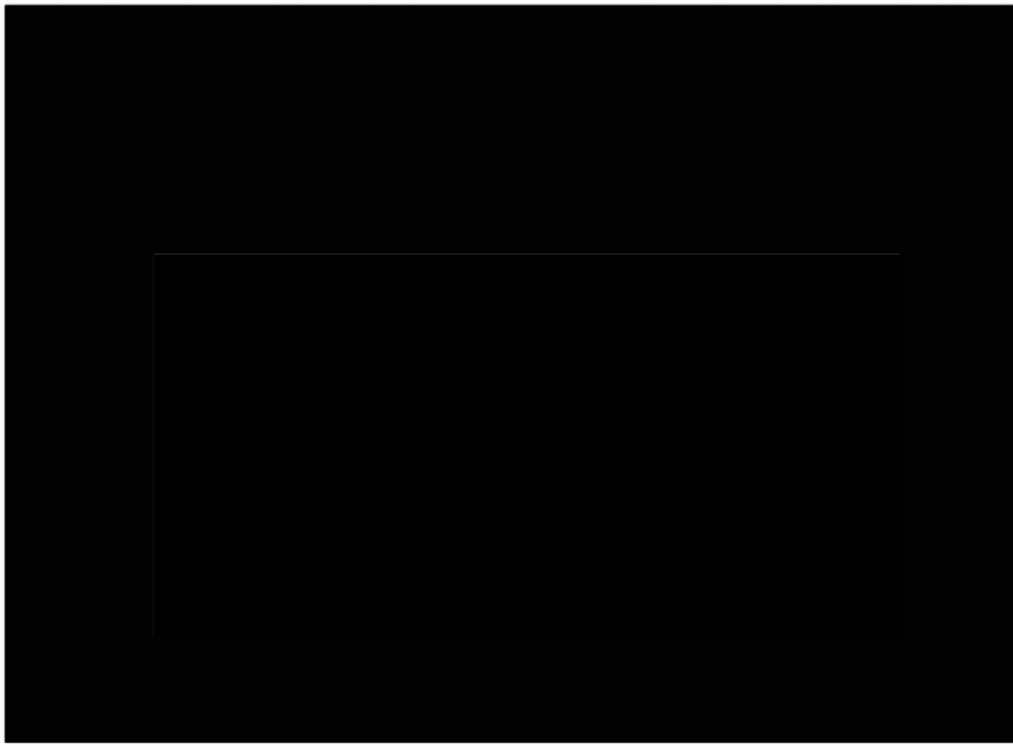
starting the multiplatform journey

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This is what we showed last time

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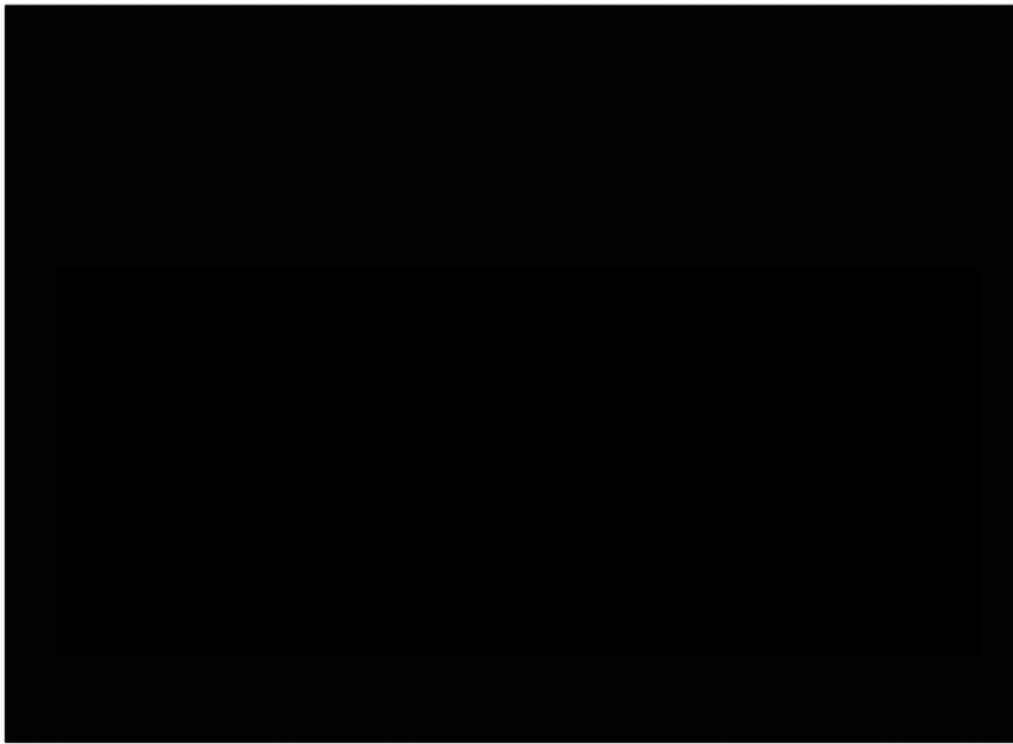


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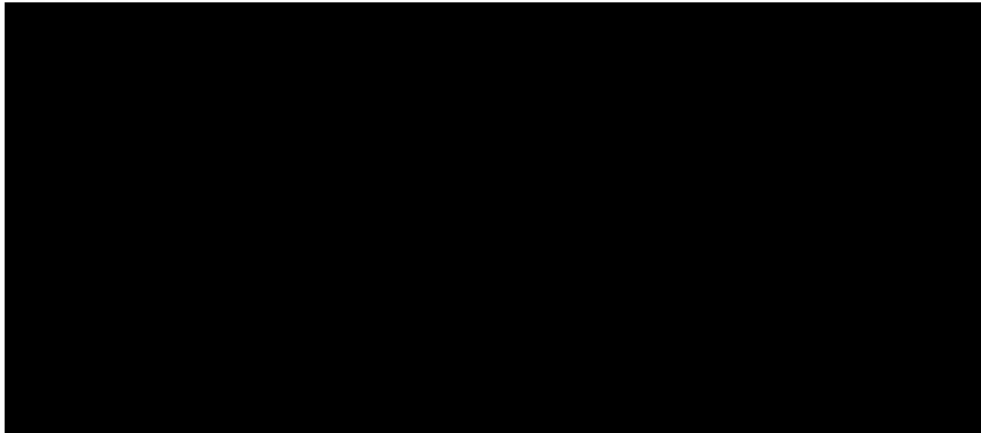


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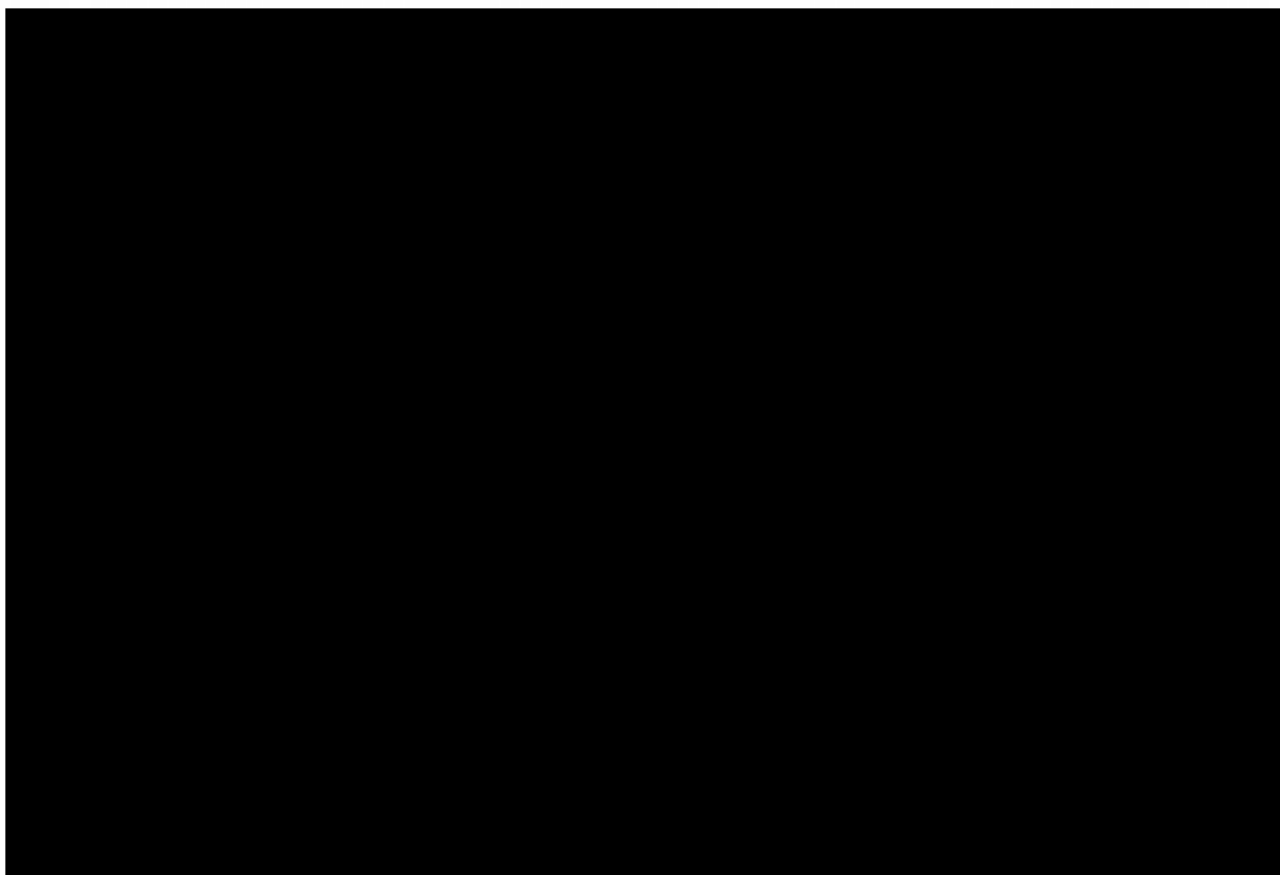
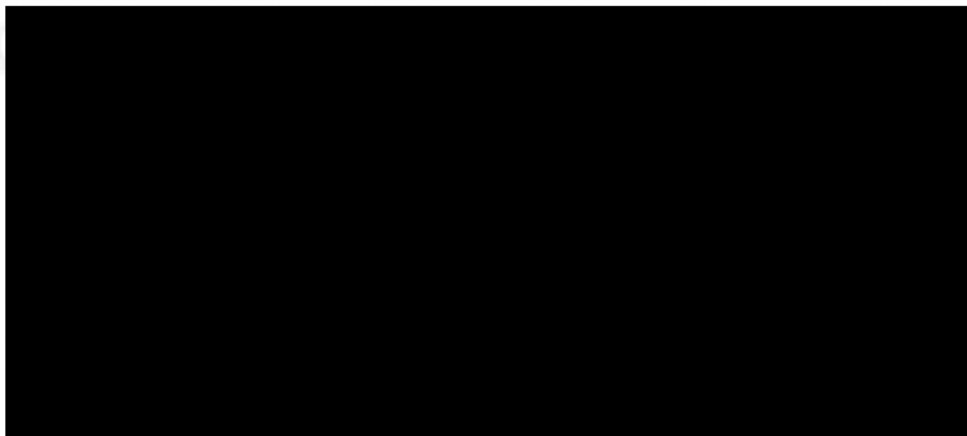
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Demand for a high-quality
mobile->PC game experience



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Why



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Target audience profiles

Introducing THE PLAYERS


POWER PLAYER

"I play to win"
Minority of mobile gamers

Top countries:
Taiwan & Korea

Most excited for Battlestar due to:
Google brand effect including enhanced performance, privacy and official support of mobile gameplay on PC

Top genres:
RPG (MMORPG), Shooter, Strategy




LOYALIST

"I want my favorite mobile game"
Good chunk of mobile gamers

Top countries:
India

Most excited for Battlestar due to:
Immersive gameplay environment on the computer

Top genres:
Shooter, RPG, Strategy




PERSISTENT PUZZLER

"I want my favorite mobile game"
Good chunk of mobile gamers

Top countries:
US

Most excited for Battlestar due to:
Easy to use platform with many approachable games that are easy to learn and requires little commitment

Top genres:
Card, casual, puzzle, word, casino




DABBLER

"What's another way to use my PC?"
Est. size: Unknown

Top countries:
US & DE

Most excited for Battlestar due to:
Multitask and play games on the background while engaging in another task on my computer

Top genres:
Games with short burst of play (idle clickers, casual, card puzzle)



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UX Prototype



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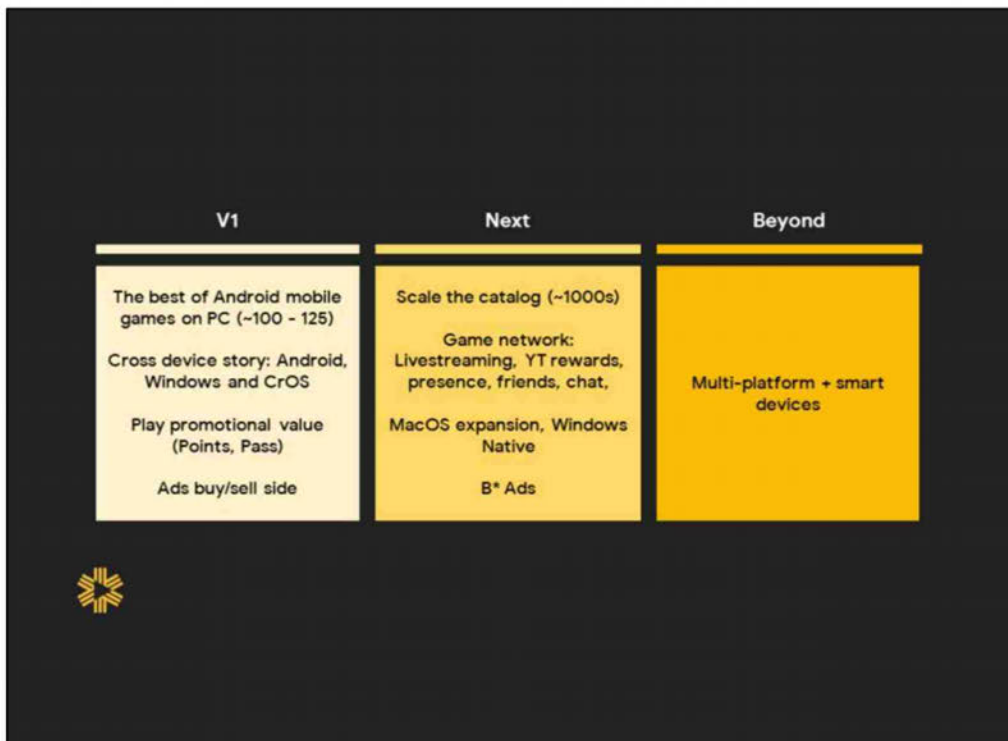
AdMob Desktop + UAC represents additional upside

Play IAP	[REDACTED]	Based on initial 2 - 3 year forecasts
Buyside App Ads	[REDACTED]	Includes Desktop to B* and Desktop to Mobile opportunity
Sellside App Ads	[REDACTED]	Assumes 10% incremental revenue on existing Android games, AdMob and Ad Manager

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Roadmap 2025

Theoretical sequence

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Google's game platform

Multiplatform

Publish with Google (quality gated) to get access to **3 billion devices** across phones, desktops and smart displays. Branded platform with reqs+polices.

Game Network

1.6B DAU playing on our game network distributing game experiences, not just software. Presence and tournament platform for the world's game happenings across Play and YouTube.

Bundled Offerings

Grow relationship with **XXXM buyers** as Play Pass subscribers, in-game item and X-screen premium game purchasers.

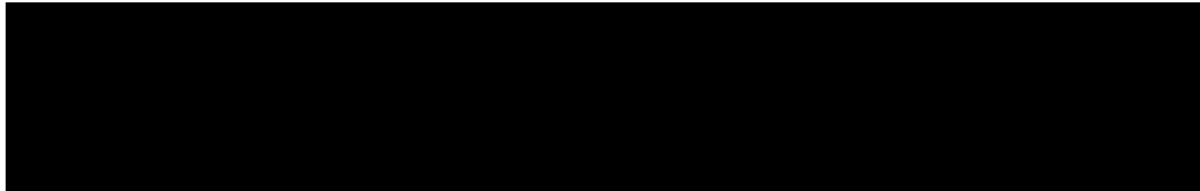
Developer Services

Demonstrate value to make any game developer successful through tools, platform and professional services. Create our "LCS/GCS" for games".

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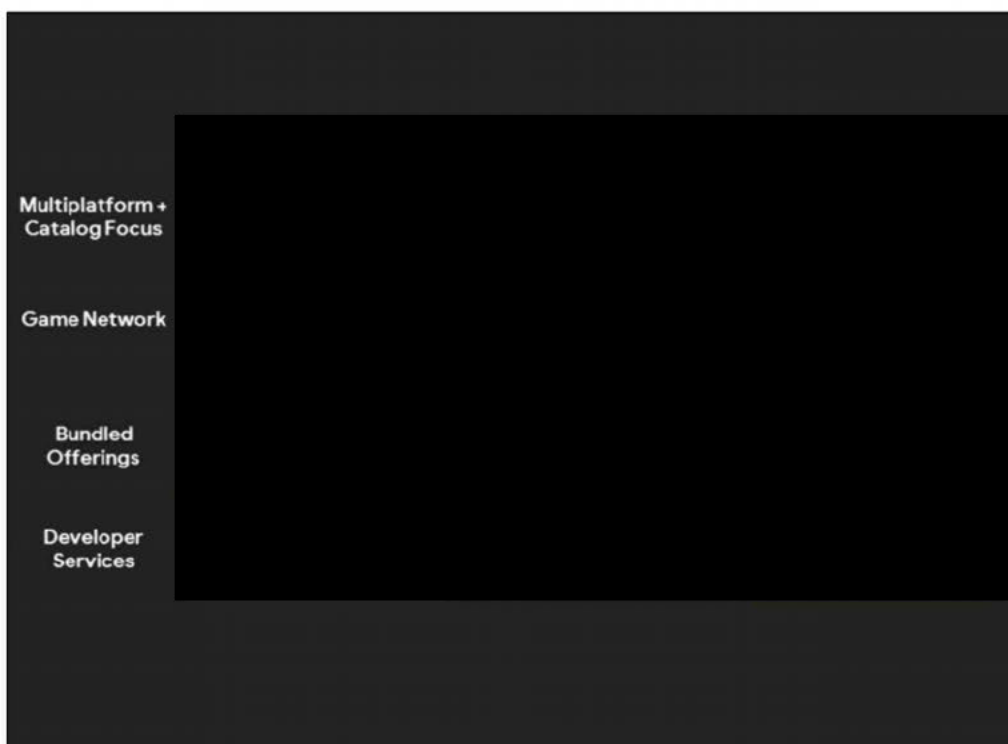
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Growth Consulting:



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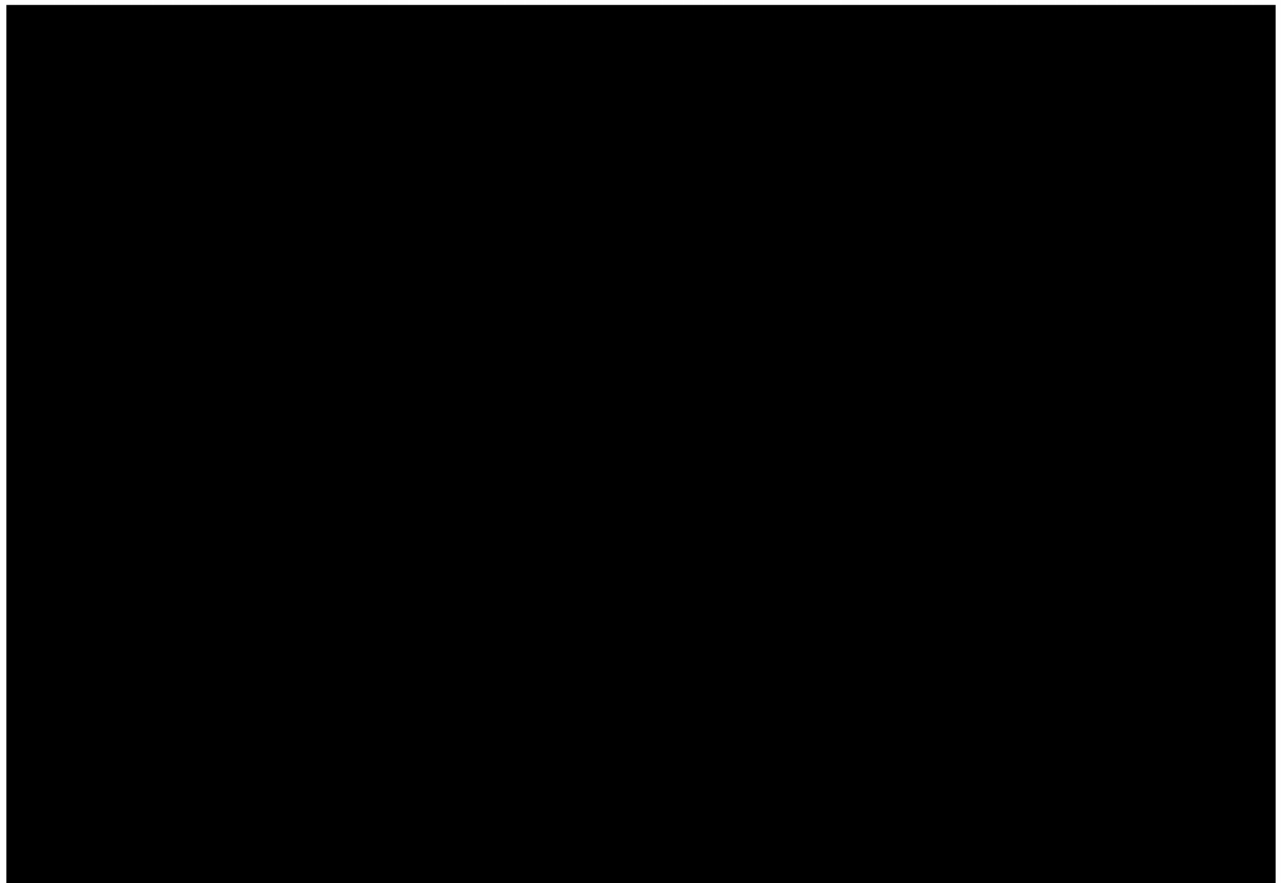
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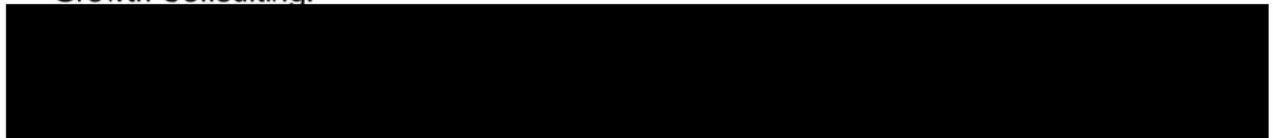
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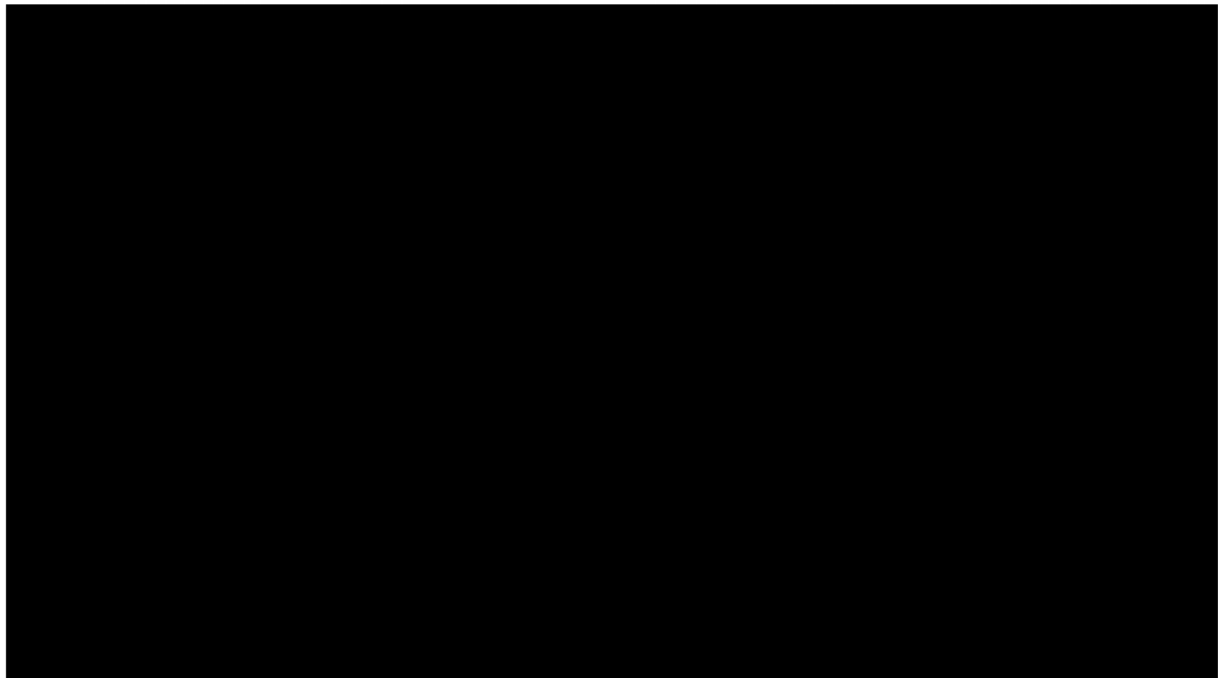
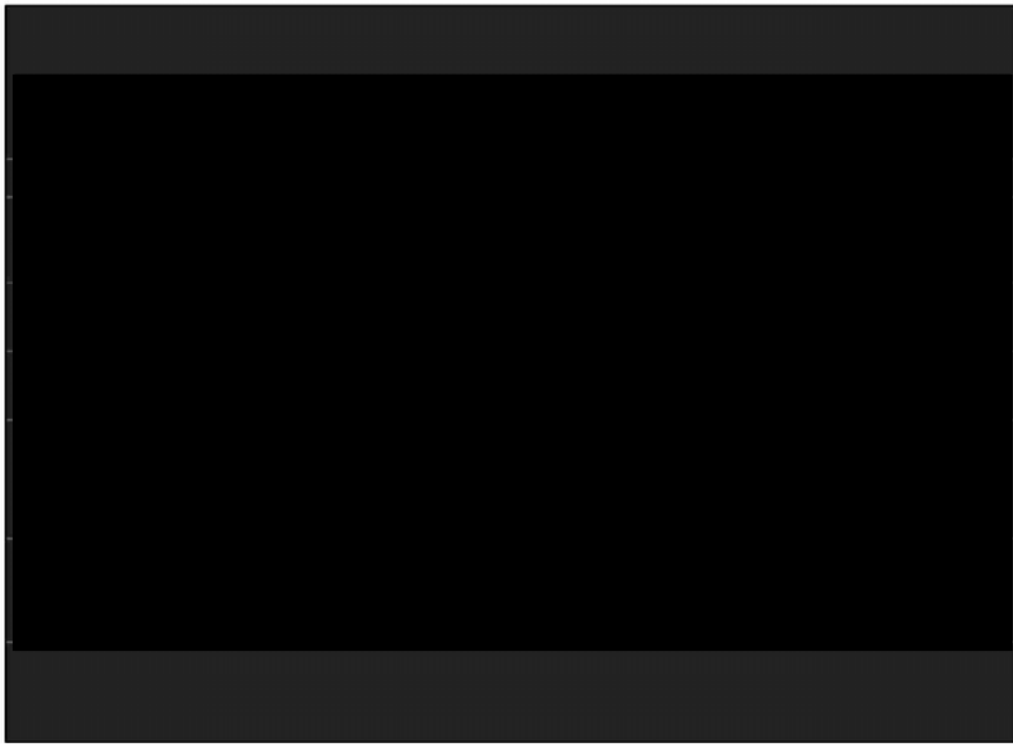
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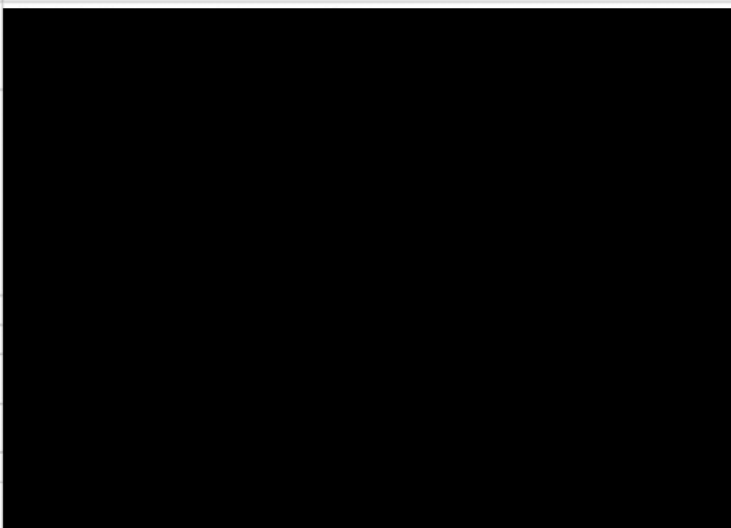
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8	10/20/2020 00:28:54	[REDACTED]
9	10/20/2020 00:37:07	missed the link to slide before: https://docs.google.com/presentation/d/[REDACTED]
7	10/20/2020 00:39:03	[REDACTED]
8	10/20/2020 00:59:24	also, just saw you lack edit - so I've opened this doc up too
5	10/20/2020 01:05:18	[REDACTED] PTAL and lmk if the format makes sense or if you'd adjust anything
10	10/20/2020 01:05:18	Thanks Greg. I pasted the slide (next slide) which should be a merge of this slide with that info. Please feel free to format as needed.

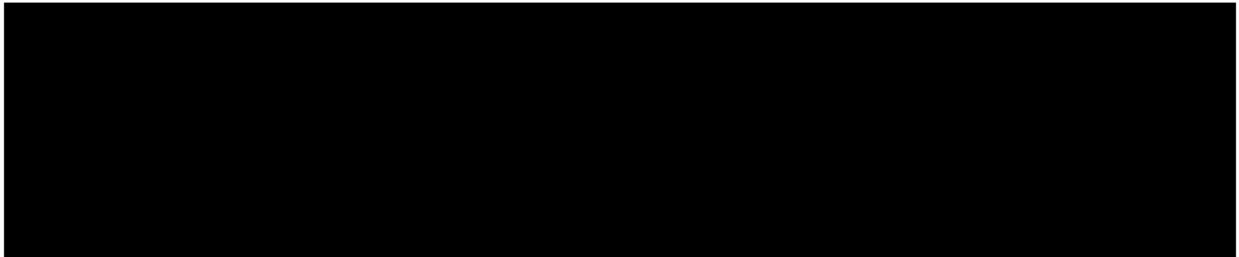
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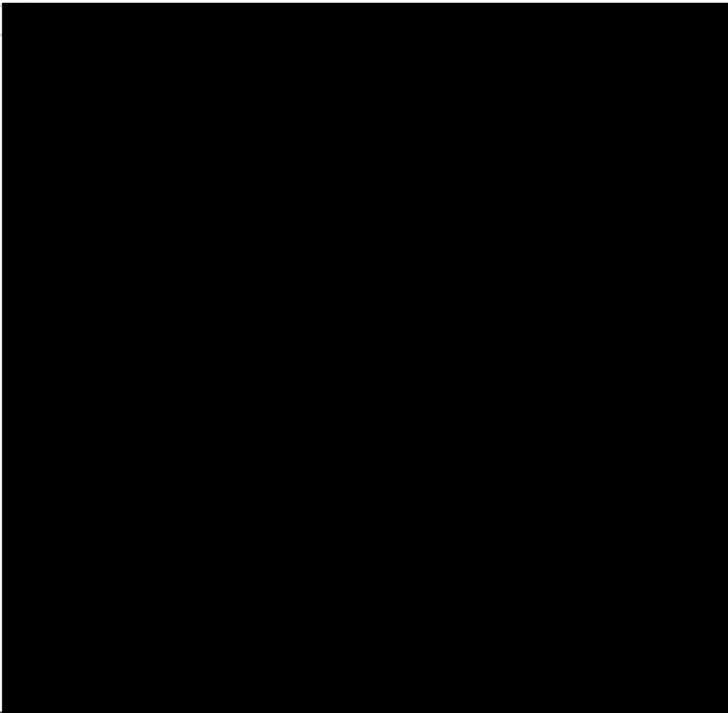
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Reference materials

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2021 plans

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BY THE END OF
2021



Expanded Platform



Revamp games sign-in
(easier, cloud sync)

Pivot the Play Games to
"indie game" destination



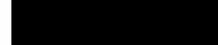
Quality Reach

Launch our performance
framework and game
dashboard on Android S.

Drive increased game quality w/
feedback loop



Promote Game Moments



Amplify moments
across top game lifecycles.

YouTube/Play
Expand rewards loop

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Expand the Platform

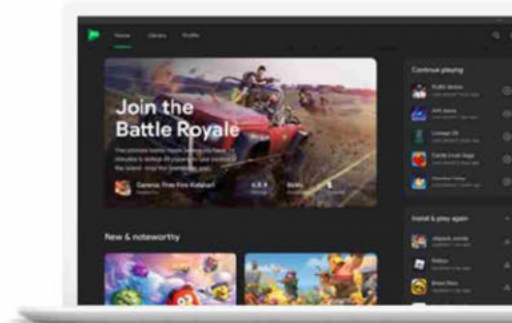


Play Games App

Pivot to mobile destination for Play's indie game efforts.

Play Games Services

Simplified sign-in to increase adoption (policy path) and improved ease of use via a platform overlay



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Quality Reach

GameCore

A cohesive developer tool/SDK suite for quality Android game development

Bundle tools & apis

needed for quality native game development (i.e. Jetpack for games)

Increase game quality at scale
metrics (Android vitals) → insights (RDI) → tools/sdk to improve (APT, Swappy, etc))

Performance Stack

Performance-first framework: optimized games, apps and fast display

Grow a segment of "optimized devices" using our stack with a catalog of optimized games.

Android "Game Dashboard" (performance mode) for user control

Starting with Pixel 6, OEMs get catalog perf wins from adopting our stack. Devs get unique status in Play Store

Reach services

Expand the service portfolio to address reach impediments

Address piracy

Expand automatic integrity protection (runtime + install time); integrity API expansion to B*. Improve loading times: Play Asset

Delivery asset only updates, game SDK tools.

Improve device targeting through device insights

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Promoting Game Moments

Multiplatform tie-ins

Ensure strong game retailing across screens

Buy/Sell side desktop ads (non-Play, no in-game)

Cross-screen monetization capabilities: Delegated mobile DCB, Battlestar loyalty, Play Pass, Leon/Growth

Cross-platform game sign-in

Support [REDACTED]

Amplify moments

Promote throughout a game's lifecycle

New surfaces to follow and receive new game marketing moments, and promotional in-game content.

Segmentation tools for targeting promotions and tentpole launches

YouTube+Play

Watch->Play->Reward loop

Loot drop rewards launch and expansion to additional creator types.

Integrate into lifecycle promotion tools (beta/pre-reg)

IAP sale experiments

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Landscape

What's coming, the meteors, the 'externalities'...

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Platform expansion and commoditization

Multiplatform

Growing game access and retailing across screens

Game publishers eager to sell their games to the widest audiences: blurring the distinction. Fortnite, Hearthstone, Roblox were just the beginning.

Platforms competing to expand their reach. Apple's ARM move and Xbox Game Pass/Cloud are prime examples. (and Xbox S won't have any exclusives).

Price+value bundling

Price competition increases as multi-platform games expand.

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Meta-social

Beyond gameplay: social experiences like esports and community events

Rise of mobile and casual esports: [PUBGM #1 globally](#); [Fall Guys](#); [Among US](#)

Mass Community Events : [Pokemon GO Fest](#); Discord; [Twitch community covid relief](#); Fortnite concerts

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“Lock in” and “lock out” factors

Barriers to entry

*Our platform could see
fewer independent games,
less innovation*

Cost of game development is
increasing, AOV for games dropping.

Technical innovation increases
challenges for new entrants.

Intermediaries

*Our catalog and relevance
can become less attractive*

3P Full-stack services emerging to
accelerate game making e2e. (Tencent
Cloud, MSFT Game Stack)

Integrated tool sets (game engines like
Unity, Unreal)

De-risking

*Our “reach” value
proposition could be
undermined*

Portfolio Accumulation offers
guarantees to studios, but can limit
catalog access.

Exclusives / Minimum Guarantees from
platforms to drive user acquisition.

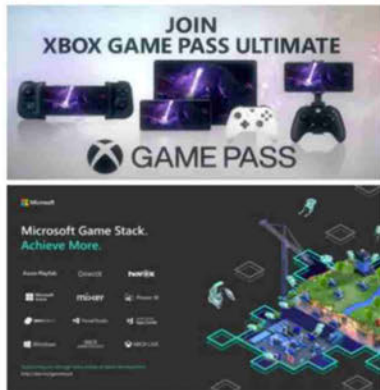
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**Game platform
& content
convergence is
happening.**

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Microsoft: platform trend example



"Microsoft is in the gaming business for the long run, we want to be a platform where hundreds of millions or billions of players can find somewhere to play" ... "Building walls around Xbox, so the only way you can continue the experience you love is to buy a new console this fall—for us, it doesn't seem in line with the values we have as a team."

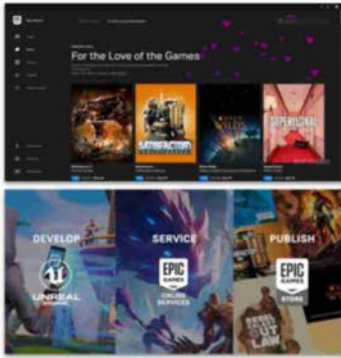
- Phil Spencer, Microsoft EVP of Gaming

Key points

- Expanding platform & catalog reach across screens
- Services that support every phase of game development (Enterprise playbook)

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Epic: content maker trend example



"30 percent is disproportionate to the cost of the services these stores perform ... [Epic is] intimately familiar with these costs from its direct distribution on Mac and PC"

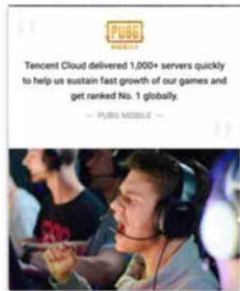
- Tim Sweeney, CEO Epic Games

Key points

- Challenges biz model at service level
- Play positioned as "a store platform", not an ecosystem

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Tencent: full stack example



Key points

- Full stack provider + investor + CN: de-risks game publishing
- Encourages less independence as e2e partners provide guarantees

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The Logic of the Pillars

Trends	Pillar	Where to Play	How to win
Game platforms that allow you to get to all screen types. Platform commoditization.	MultiPlatform Ambient gaming	embrace and extend the Google Play experience and catalog beyond mobile devices. Provide the most reach of any platform Objective: Spend/Revenue	Bring our catalog and tech stack to more screens and platforms, including Google's Ambient computing vision. Starting with Windows to distribute emulated, native and steamed games, with a low-cost universal portable game controller. Gain 1% of a \$35B-50B games industry in 2025, and avoid erosion on mobile.
Price/Value competition	The Business of Game Content	Create offerings that offer more game content per dollar Have a strong relationship with a highly qualified audience of game players to connect developers towards. Objective: Spend/Revenue	Build promotion and retail capability that enables us to: A) <u>F2P upsells</u> : Catalog in-game content to discount, bundle and upsell at WW scale. B) <u>Platform Subscription Bundle</u> : Offer a multi platform content subscription <u>Premium</u> : Make one-time purchase premium games a 1st class citizen in our platform
Esports, meta-social, multiplatform	Happenings	Organize the world's game happenings and be the best platform to discover and engage with them. Objective: DAU/Engagement	Disrupt from below with a scaled events/presence platform and connect users to active game happenings worldwide across friends, influencers and publishers. Enable real-money gambling in appropriate regions. Engage developers to run their "satellite" tournaments and events, with invites to their global events among the prizes.
Portfolio accumulation Barriers to Entry Tech intermediaries Game development	Full-spectrum services and tools	Maintain a healthy ecosystem (tournament economy) where game developers can succeed with Google's help through services and tools. Objective: Developer SAT/quality	" <u>1CS for games</u> " Offer the necessary professional and backend services to build and run a successful games business. Provide scaled and top-tier services to developers of all sizes.

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Why not _____?

And other problems we're not ready to address

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Considered, but not top priority for us



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Experience the world's largest game network

- Play on any screen**
Publish with Google to get access to 3 billion users across mobile devices, desktops and smart displays. "Designed for" the platform with reqs+polices.
- Connect to the world's game happenings**
Connect with friends, influencers and key events. Event platform for the world's game happenings for a +500M active users and YouTube viewers.
- Bundled value: Subs, Discounts, & Deals**
Catalog in-game assets to build content driven subscriptions, drive discounts & loyalty, and foster super-premium games. Grow relationship with 100M+ users.
- Full-spectrum developer services**
Create the equivalent of LCS/GCS for games, with lifecycle game service, from crowdfunding, to growth, operations, and support.

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Ecosystem Shifts



Apple universal binaries w/ ARM



More games starting multiplatform
(w/ mobile)



Game streaming

**Global PC Gaming Hardware Market
Forecast to Surge by \$3.6 billion in
2020 due to COVID-19**

PCDHW market sales will increase 10.3% sequentially from last year

PC surge

- [Apple and ARM;](#)
- [more examples of multiplatform games in pipeline](#)
- [Epic's Fortnite \(2018, Unreal engine\), Tencent's PubG \(2018, Unreal engine\),](#)
- [Valve's Dota Underlords \(2019, Source 2 engine\), Riot's Teamfight Tactics \(own engine\) and Legends of Runeterra \(2020, Unity\);](#)
- [in development: Singularity 6' tbd \(Unreal engine\), Bonfire Studios tbd \(engine n/a\), Super Evil Megacorp's Catalyst Black \(E.V.I.L. engine\), Klang's Seed \(Unreal engine\)](#)
- [More game streaming movement - msft, amazon, tencent](#)
- <https://www.jonpeddie.com/press-releases/global-pc-gaming-hardware-market-forecast-to-surge-by-3.6-billion-in-2020-d>

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Why this matters

User convenience, flexibility to play on mobile / desktop / console devices.

- More platforms emerge as substitutes.
- User relationship is more than device ownership

Must demonstrate strong developer value proposition to reach largest audience

- Platforms with the most reach + simple game dev experience are more attractive
- Lower entry barrier and opex to running a game business
- Clearer justification of our business model(s)

- Convenient for users to play games on mobile and desktop devices (flexibility, end-to-end)
- Relationship user will change - user's will have substitutes to play anywhere, we need to meet them where they are.
- Devs - Win on reach
- Greatest value for developers.
- Platforms - will win on simple game dev experience: one binary, multiple screens = lower barrier and lower costs to running a game business.

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